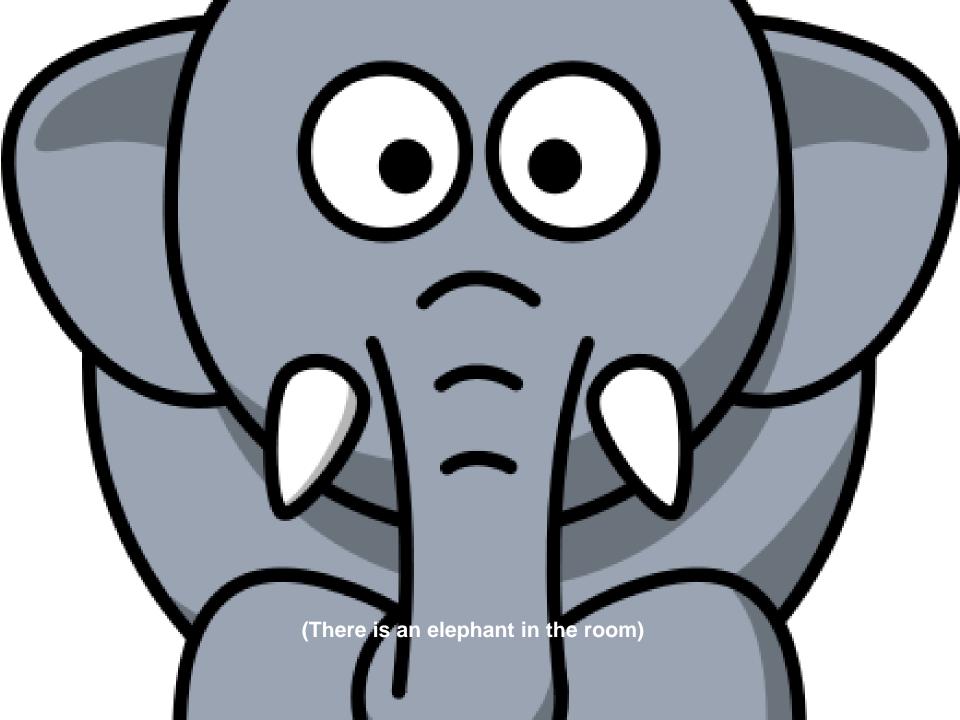
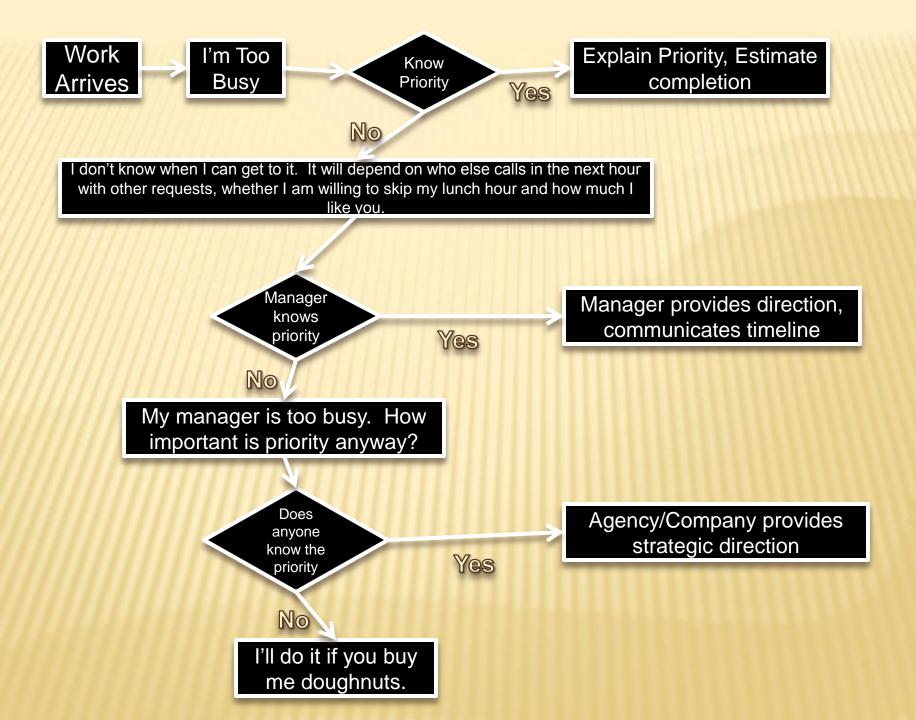
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Revenue's Journey Through Organizational Culture Shift

PROJECT PORTFOLIO MANAGEMENT



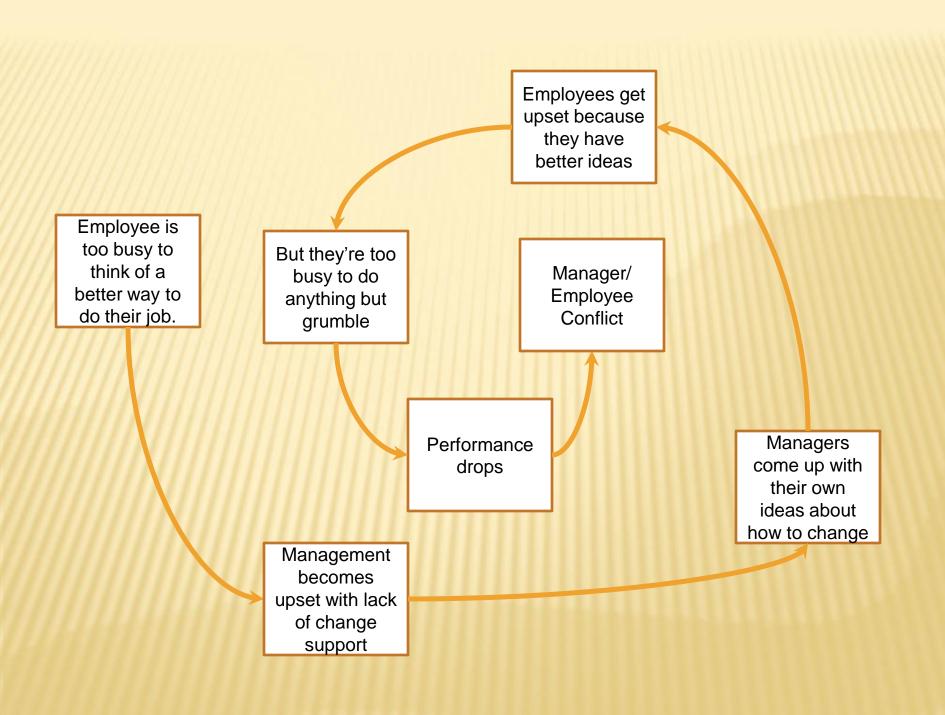
I'M TOO BUSY



Reserve (Slack)

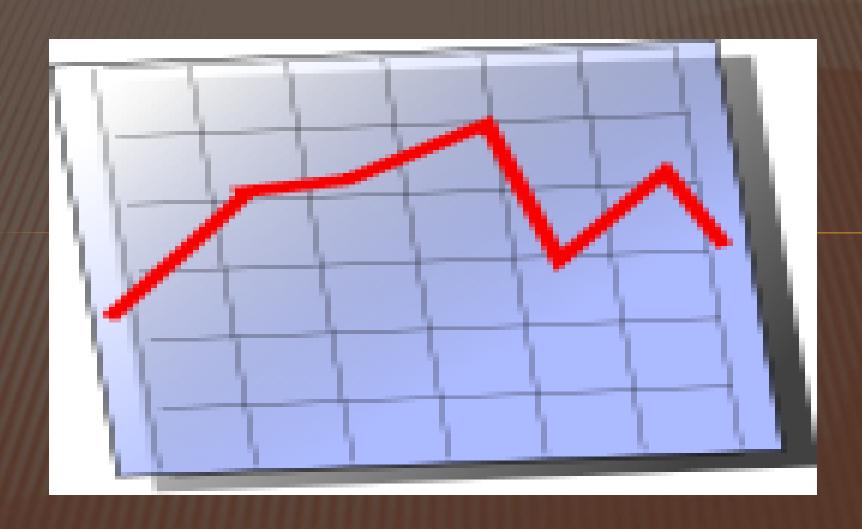
Discretionary (Change)

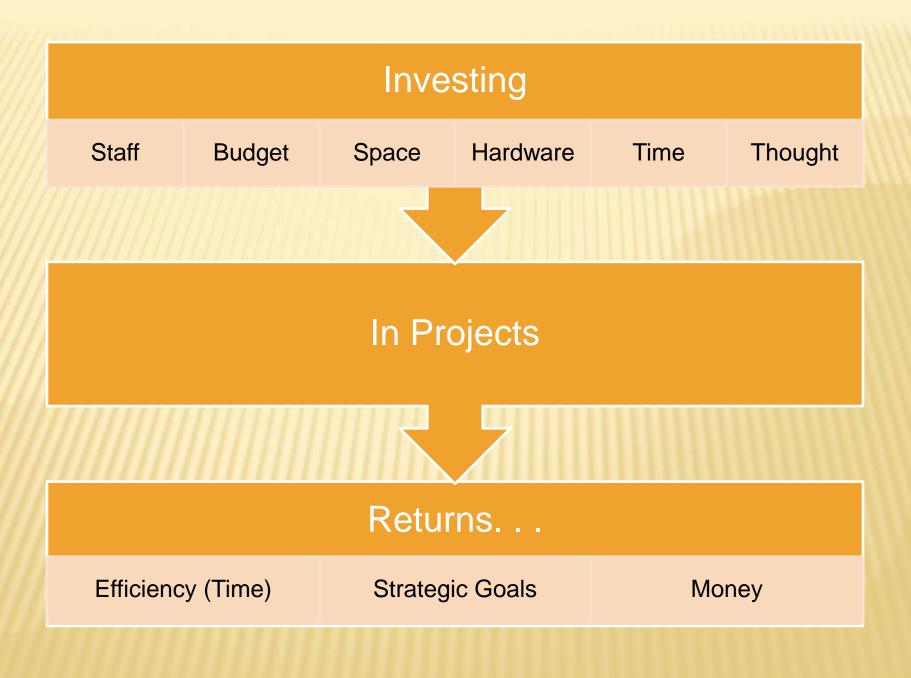
Operational (Defined, Stable Work)



HOW IMPORTANT IS PRIORITY ANYWAY?

Investment → Return on Investment





IT GOVERNANCE

- Simply put, it's putting structure around how organizations align IT strategy with business strategy, ensuring that companies stay on track to achieve their strategies and goals, and implementing good ways to measure IT's performance. (CIO Magazine)
- Ensuring IT is doing the right things. (Greg)

Strategy

Portfolio Management

Everybody

Resource Allocation



Service Requests



Requirements Gathering

IT

Standards/ Best Practices

Department

Divisions

Projects

Programs

Projects

Project Phases

Day-to-Day Work

Projects

Sub-Projects Sub-Projects

Tasks (Projects) Activities (Projects)

Tasks (Projects)



IT

- Getting back into the application development game
- * 600+ person department supported by less then 10 developers.
- * Too much success!



DIRECTOR'S OFFICE

- Vision
- × Ideas
- Lots and lots of projects
- Not willing to maintain the status quo



ADMINISTRATORS?



PORTFOLIO MANAGEMENT TO THE RESCUE!

DEPARTMENT OF REVENUE PROJECT PORTFOLIO

Project 1 A 724 Joe Easton Mandate Active (blank) Green Green Green Green 1,04025,560 50,877 77,437 180,347 20 20 20 20 20 20 20 20 20 20 20 20 20	Overall Budget Schedule Scope Estimated Project Est. Staff Total DOR												
Project 2 A 699 Joe Easton Mandate Active (blank) Green Green Green Green 1,04026,560 50,877 77,437 Project 2 A 699 Joe Easton Mandate Assessment (blank) Green Green Green 2,2807,000 10,447 180,447 Project 3 A 680 Greg Schneider Strategic Active 1/6/2012 Yellow Yellow Yellow 7,080 5 31,583 319,583 Project 4 A 665 Steve Elliott Strategic Active (blank) Green Green Green Green 2,840 5 128,507 Project 5 A 552 Sky Shaefer Efficiency Active (blank) Red Green Red Red 1,2608,200 56,830 138,830 Project 6 A 532 Carmen Kurishima Strategic Active 8/31/2011 Green Green Yellow Green 2,7201,045,000 933,584 51,978,584 Project 7 B 513 Greg Schneider Efficiency Active (blank) Green Gree	ProjectName	Priority	Score Project Lead	ProjectType	ProjectStatus			-					
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Project 5			3 Steve Linott	Strategic	Jeneaulea	(Dialik)	Green	Green	Green	Green	2,840 \$	-128,307	128,307
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70JECL 18 D 305 Brenda Gilmore Strategic Inactive (blank) Green Green Green Green 160 \$ -6,925 6,925	Project 18	D	305 Brenda Gilmore	Strategic	Inactive	(blank)	Green	Green	Green	Green	160 \$	-6,925	6,925
erand Total 69,980 \$ 2,261,209 \$ 3,291,414 \$ 5,438,133	Grand Total										69,980 \$ 2,261,20	9 \$ 3,291,414	\$ 5,438,133

WHAT WASN'T A CHALLENGE...

WHY WE ARE BUILDING A PORTFOLIO



DESIGNING THE LOOK AND FEEL



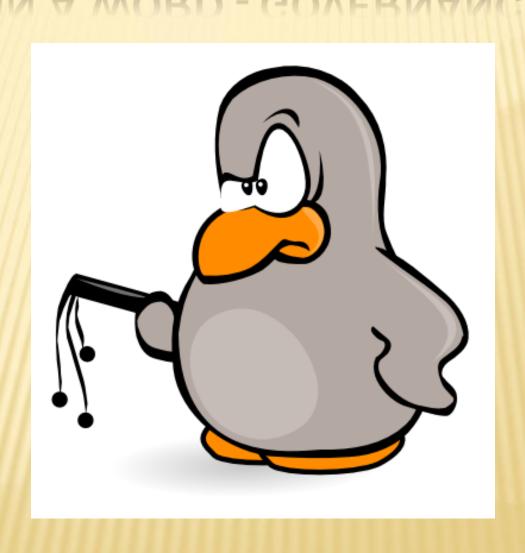
EXECUTIVE SUPPORT



- Greg Schneider
 - + Senior Project Manager
- × Alan Peura
 - + Deputy Director
- Margaret Kauska
 - + Administrator of IT and Processing.

WHAT WAS A CHALLENGE...

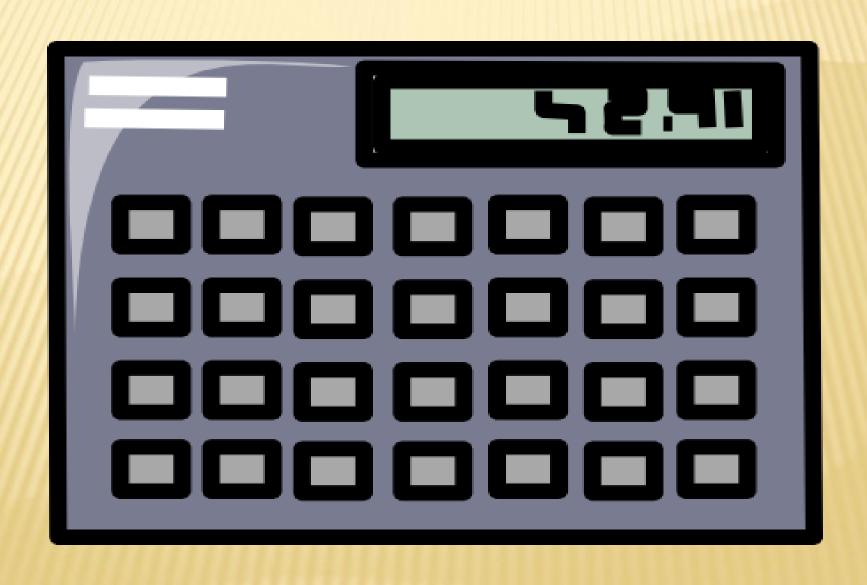
IT'S ALL IN A WORD - GOVERNANCE



DEVELOPING PRIORITY...THEN USING IT

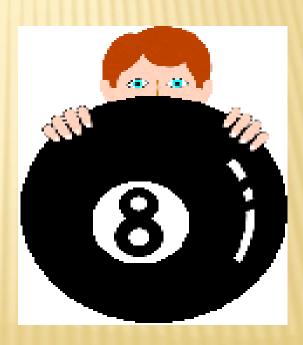


HOW TO CREATE UNBIASED PROJECT SCORES



ESTIMATING

- Resource Usage
- Budget
- * Timeframe
- × You know, everything!



STATUS REPORTING



And...

THE RESULTS. SO FAR.

MEASURES

Report Date:

12/1/2011

Measure ID	% projects Completing:	Goal	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec
23.1.2.01	Overall	85%	78%	79%	79%	74%	74%
23.1.2.02	Schedule	85%	81%	75%	75%	68%	68%
23.1.2.03	Budget	95%	100%	100%	100%	100%	100%
23.1.2.04	Scope	85%	78%	88%	88%	84%	84%

Measure ID	% active projects	Goal	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec
23.1.2.05	Overall	85%	80%	76%	76%	86%	84%
23.1.2.06	Schedule	85%	82%	67%	74%	81%	79%
23.1.2.07	Budget	95%	96%	95%	93%	93%	95%
23.1.2.08	Scope	85%	76%	79%	81%	83%	84%

Measure ID	Project Process	Goal	1-Aug	1-Sep	1-Oct	11/1/2011	1-Dec
23.1.1.02	Average	15		18.7	24.75	24.66	26.78
23.1.1.03	Percent Under 20 Days	90%		50%	50%	44%	33%

ISSUES -

- Lack of Skill set information in the resource models
- Focus on projects removes focus from operational activities
- Project Leads not used to "managing" projects
- No direct connection to budgeting process
- "Business Impact" not given enough weight in scoring
- Platform transferability
- Process for updating capacity information

NEXT STEPS

- Project Actuals to help solve most of the estimating issues.
- Operational Tracking through Enhanced Service Request systems linked to Project Portfolio
- Revise Project Budgeting and estimating with staff costs applied to budget

IN CONCLUSION...

- You don't need a level of IT governance maturity to accomplish the most beneficial part of portfolio management – having directors, administrators and managers talk candidly about resource constraints and project expectations
- The people who have the most to gain from this are everybody, starting with middle management